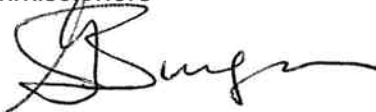


Memorandum



Date: September 19, 2005

To: Honorable Carlos Alvarez, Mayor
Honorable Chairman Joe A. Martinez and Members,
Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: Hurricane Katrina - Weekly Update 2

The following is the second weekly update on items related to Hurricane Katrina recovery and relief efforts. Updates will be provided to the Mayor and Board of County Commissioners on a weekly basis.

Relief Efforts

- *County Relief Drive* – The Hurricane Katrina Relief Drive warehouse in support of the Board's Relief Drive opened on September 8, 2005 and remains in operation. The warehouse is located at 2361 NW 67 Avenue and its daily hours of operation are 8:00 am to 5:00 pm. All fire and police stations, as well as Team Metro offices are open to receive donated goods. We are also coordinating with other large collection drives by the Miami-Dade public and private schools, churches, private sector partners and other civic organizations.

To date, 150 pallets, equal to 163,948 pounds, of donations have been received. Over 250 County employees, as well as community volunteers, have assisted in this effort by unloading trucks, sorting, weighing and packing donations.

- *Emergency Disaster Relief Fund* – Staff has established a trust fund for donated monies. Only checks will be accepted. **Donation checks must be made payable to "Board of County Commissioners" and must include the name of the organization or activity that the funds are dedicated to in the memo section of the check.** Forward donation checks to Mario Morlote in the Office of Strategic Business Management for processing. The total amount in the disaster relief fund is \$20,000.
- *Donation of Leave Time* – A total of 133 employees have contributed 1,479.5 hours, with a value of \$50,988.83. The contribution of leave time can be made by contacting the Departmental Personnel Representative (DPR).

Debris

All Solid Waste Management (SWM) garbage routes are being serviced normally. There were 29 County Bulky Waste Crews and 179 County-contracted crews working on September 15, 2005. Five (5) new contractors were added to accelerate the clean up efforts. Total tonnage collected since the start of recovery is in excess of 251,700 tons which translates to approximately 38,500 truck loads. This is more than two and one-half times the amount of bulky waste that is normally collected for an entire year by SWM bulky waste crews. About 303,000 cubic yards of cleared debris has been turned into mulch. In order to comply with Federal Emergency Management Agency (FEMA) regulations, the County has provided 150 debris hauling monitors to supervise every crew picking up and hauling debris throughout the waste service area, including municipalities the County serves.

FEMA

The County has received FEMA's Disaster Specific Guidance #2, which outlines policies in effect for Hurricane Katrina. Also, FEMA Public Assistance Coordinator Jay Cunningham stated that the 100 percent window to claim reimbursement for DR-1602, Category B, protective measures, begins at 12:01 am on August 24, 2005 and ends at midnight on September 4, 2005. The mutual aid eligibility to claim reimbursement is 100 percent continuously from August 29, 2005 until further notice.

A disaster declaration for Hurricane Katrina has been received from the U.S. Small Business Administration. This declaration applies to homeowners, businesses including small agricultural co-ops, and non-profit organizations. Further information is available on-line at http://www.sba.gov/disaster_recov/index.html

On September 15, 2005, Congressmen Mario Diaz-Balart, Mark Foley and Clay Shaw successfully expanded the Katrina Emergency Tax Relief Act of 2005 (H.R. 3768) to include areas in Florida damaged by Hurricane Katrina. H.R. 3768 is a comprehensive tax relief package that protects victims of Katrina from a variety of tax liabilities.

The Office of Emergency Management hosted the FEMA "kick-off" meeting with County departments on September 13, 2005 to review FEMA instructions so that we may begin documenting expenses and preparing the project worksheets for reimbursements.

Tracker/Deployments

Five (5) operations personnel from the Miami-Dade Aviation Department deployed to Louis Armstrong New Orleans International Airport returned on September 15, 2005.

The Miami-Dade Fire Rescue Department's Urban Search and Rescue Team, Florida Task Force 1, was deployed on September 16, 2005 to the Gulf States.

Two (2) Enterprise Technology Services Department (ETSD) communications personnel received deployment orders to Mississippi on September 16, 2005.

Human Services

Team Metro coordinated the opening of two (2) Disaster Assistance Centers (DACs), the Caleb Center and South Dade Government Center, from August 30 to September 3, 2005. The DACs served 1,261 families. In addition, 5,980 meals were served and 1,290 cleaning kits, 1,940 comforts kits, 6,543 diaper packages, 13,035 formula bottles, 9,990 baby jars and 1,130 baby cereal boxes were distributed.

The Department of Human Services (DHS) assisted at the DACs. The majority of the requests received by DHS were for information on filing a claim with FEMA or for items such as food. DHS also received 34 requests for relocation assistance. Of this number, two (2) families meeting the eligibility requirements are currently receiving assistance. DHS has also received requests from commission district offices to provide assistance to several families. In these cases, staff is working with the families to ascertain the full extent of the damages in order to determine whether or not the families are eligible for assistance.

Agencies of VOAD and FRIEND are creating a Community Recovery Task Force (CRTF) that will take over the work of past unmet needs committees. The CRTF will exist year round and seek funding from national denominations to meet the long-term needs of disaster victims. Miami-Dade

residents seeking assistance for Hurricane Katrina damage should contact the 311 Answer Center. The Answer Center will refer the cases to Michael Salem, Executive Director of STEPS in the Right Directions and board member of FRIEND, Inc.

For Gulf state residents, the American Red Cross (AMR) has set up a processing center in front of the Mall of the Americas. Gulf state evacuees should call the chapter first (305-644-1200) to set up an appointment to meet with a case worker at the processing center. ARC is helping with temporary housing, food, clothes, and medicine. Evacuees can also contact FEMA to seek individual assistance.

VOAD hosted a meeting on September 16, 2005 to compile Hurricane Katrina data (Miami-Dade & Gulf states). The CRTF will be hosting its first meeting on September 22, 2005 at Fire headquarters. At the meeting, client information from Miami-Dade Katrina clients and Gulf state evacuees will be compiled in an effort to create one main database of needs and resources.

The Community Action Agency (CAA) continues to respond to the current and emerging needs of individuals adversely impacted by the disaster. Emergency assistance vouchers have been distributed to clients seeking assistance with food, clothing and lodging. Additionally, CAA's Self-Help Division is providing counseling and assistance regarding the emerging resettlement issues encountered by the victims of Hurricane Katrina from the Gulf Coast region who have migrated to the County. This is inclusive of direct assistance, information and referral services related to our Head Start/Early Head Start program, the Miami-Dade County Public School system, health agencies and the State of Florida's public assistance system.

As of September 15, 2005, a total of eight (8) families from the affected Gulf area states have contacted the CAA for services. Six (6) families were provided with emergency relief assistance vouchers for food, lodging and clothing. One (1) family was enrolled in the Head Start program. Three (3) clients received referrals for employment, with one (1) individual being successfully placed into employment.

The Homeless Trust's private sector partner, Community Partnership for Homeless, Inc. provided over 51,000 hot meals for Hurricane Katrina Victims out of our Homestead Airbase property. These efforts were done in partnership with the Red Cross.

Additionally, the Homeless Trust conducted its twice annual Homeless Census on September 15-16, 2005. This involves a Countywide street by street count of homeless people, as well as a census of all homeless people residing in emergency and transitional housing. We are hopeful that the Hurricane Katrina did not result in an increase in our homeless population.

Public Works

Of the County's 2,625 traffic signal locations, a large percentage was affected by Hurricane Katrina. As of today, 97 percent of the traffic signals are operational. There are 75 signals which have communication failures (signals may be operational, but there is no communications with the control center), ten (10) are on the flash mode. A total of 402 traffic signals with hanging/twisted signal heads have been repaired, and 44 still require repair. Approximately 378 intersections need bulb replacement due to infiltration of humidity.

Repairs are completed on 1,179 downed or damaged stop signs. Approximately 2,000 additional traffic signs remain in need of repair and crews continue to repair/replace signage throughout the County. The street lighting system sustained damages with approximately 60 poles knocked down, of which 45 poles have been reinstalled; of the 14 poles which had missing arms, 9 have been repaired; and 36 of the approximately 58 poles with missing luminaries have been repaired.

The countywide assessment shows that currently 730 trees planted by the County are down in the medians and are in need of replacement. An additional 2,355 were also down, of which 1,994 have been reset.

At this time, we have identified two (2) locations with a damaged guardrail due to the hurricane and have completed **100 percent** of the survey for the entire county with force account staff.

Water and Sewer

As of September 15, 2005, all Pump Stations are operational and powered by Florida Power & Light and all plants are in service. One water main located 1251 Bird Road has been repaired. Diesel fuel deliveries were received as follows: Black Point Plant 1 load; Virginia Key Plant 2 loads; Preston/Hialeah Plant 1 load and Orr Plant 1 load.

Agricultural Efforts

The Coalition of Florida Farmworker Organizations (COFFO) has been assured that the State of Florida's Department of Community Affairs will provide \$100,000 in assistance for farm workers. Several private/charitable organizations have provided funds and/or food. Staff is working with COFFO to organize a fundraising event on September 17, 2005 at U.S. 1 and Campbell Drive in Homestead. In addition, COFFO and the Salvation Army have been providing food and water to farm workers whose homes were flooded in the 8 1/2 Square Mile Area. COFFO & the Salvation Army delivered 210 gallons of water and hot meals in the area of SW 168 Street and 202 Avenue on September 15, 2005.

The County continues discussions with the Florida Department of Agriculture, Congress and the USDA Farm Service Agency regarding aid for farmers and farm workers. Please note that a new disease, Citrus Greening, caused the state to quarantine the County beginning September 14, 2005. It not only affects citrus, but also some foliage and tropical fruit plants.

Fuel

The recent events in the Gulf Coast have placed a strain on the nation's gas and fuel supply. I want to reassure you that Miami-Dade County is taking all appropriate measures to review our operations for continued fuel and energy efficiencies. We continue to monitor the County's fuel supply and there are no major changes to report at this time. We continue to be in good shape and are receiving regular deliveries. Attached you will find my recent memorandum to Department Directors effectuating immediate conservation measures and asking them for information that will lead to a more comprehensive strategy.

Additional Information

On September 16, 2005, Miami-Dade County testified before the U.S. House of Representatives Committee on Government Reform regarding emergency preparedness. The Committee asked the County to testify at this "Hurricane Response Oversight" hearing due to our experience in preparing for disasters and providing relief and recovery - from Hurricane Andrew to the ValuJet crash. The testimony provided before the Committee is attached for your information. It was well received by the Committee. All emergency managers who testified were very consistent in their message and responses.

If you have any questions, please contact me directly at 305-375-1880.

C: Assistant County Managers
Department Directors

Memorandum

MIAMI-DADE
COUNTY

Date: September 13, 2005

To: Department Directors

From: George M. Burgess
County Manager

Subject: Energy Conservation Initiatives



As you know, recent events on the Gulf coast have placed a strain on our gas and fuel supply. I have asked Assistant County Manager Alina Tejeda Hudak to work with each of you to comprehensively review your energy and fuel consumption in order to identify potential reductions. There are three components of this analysis that will require your response by September 21st – fuel conservation, energy conservation, and workforce management.

While we are analyzing the potential energy savings alternatives, attached is a list of conservation measures that are standard best practice and are effective immediately.

Fuel Conservation

We are continuing to receive steady loads of gas and diesel fuel, albeit at a slower pace, but in sufficient quantities to keep all County services functioning without interruption. We remain at the peak of hurricane season, however, and there is always a possibility that we may again experience fuel shortages. As such, we must conserve this commodity. Fuel prices are at unprecedented levels, ultimately resulting in steep increases in the cost of electricity. Thus, conservation will pay us significant dividends as we endeavor to control these costs.

In the coming month, each County department may be required to implement actions to yield a 10% reduction in its fuel consumption. In order to assist you with identifying areas for savings, you will receive under separate cover an electronic report detailing all vehicles assigned to your department, including their fuel consumption for the past 11 months and separately, for last month. Departments who fuel outside of the GSA Fleet Management infrastructure should carefully review the usage noted, as it may not be the most current. The report is sorted by index code to facilitate your analysis.

Upon receipt of the report, you will need to carefully evaluate the use of fuel by function and categorize each vehicle with the provided usage and fuel allocation codes. Please direct any questions or concerns regarding this report to Ana Gutierrez, GSA Fleet Management Director, at 305-375-2818. You must respond to this report by Wednesday, September 21.

Energy Conservation

Each County department may also be required to implement actions to yield a 10% reduction in its electricity consumption. The attached list of energy conservation measures will be implemented in County facilities. While not every measure is appropriate for every facility, and the level of actual savings will vary by building, these strategies should give you realistic options for developing an effective conservation plan for each facility. Please direct any questions or concerns to Jerry S. Hall, GSA Facilities and Utilities Management Division Director, at 305-375-3465.

Workforce Management

The Employee Relations Department (ERD) has reviewed various energy conservation alternatives for Miami-Dade County employees. Alternate work schedule arrangements such as compressed work weeks, flex time and telecommuting, may be useful in formulating a departmental energy conservation plan that still maintains an appropriate service level. All departments should carefully evaluate the proposed options to determine whether or not they are operationally feasible and avoid disruption of departmental activities.

Other energy consideration options all employees should consider are increased reliance upon public transportation, carpooling and energy efficient commuting options. Departments are encouraged to accommodate requests for flexible schedules and relaxed attire from employees who desire to utilize these energy efficient commuting measures.

Attached is a guide for the assessment of alternate work schedule arrangements and an Alternate Working Arrangement Checklist which should be used in formulating your energy conservation plan. Departments interested in establishing alternative work schedules must review these plans with ERD and their Assistant County Manager in order to ensure the appropriate consideration of the attached criteria. Additionally, telecommuting arrangements must be reviewed by the Chief Information Officer.

Please direct any questions or concerns regarding these initiatives to Don Allen, Employee Relations Department Director, at (305) 375-1589.

Your response to each of these initiatives, including a brief narrative detailing your proposed reduction plans, must be submitted to Assistant County Manager Alina Tejeda Hudak by close of business Wednesday, September 21, 2005. Each recommendation must be approved by your respective ACM and reviewed by the Office of Strategic Business Management to define and capture true consumption savings.

I urge you to give these matters due consideration. While we all like to believe that it would be impossible to modify our operations, we may have no choice. Thoughtful evaluation now will help to avoid a last minute crisis. Thank you in advance for your cooperation.

Attachments

- c: Honorable Harvey Ruvin, Clerk, Circuit and County Courts
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Bennett Brummer, Public Defender
- Murray Greenberg, County Attorney
- Assistant County Managers
- Assistants to the County Manager
- Marvin O'Quinn, President, Public Health Trust
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor
- Ana Gutierrez, Director, Fleet Management Division, General Services Administration
- Departmental Transportation Coordinators

Miami-Dade County Energy Conservation Measures Effective Immediately

Fuel:

- County motorpool facilities will only issue hybrid vehicles as pool vehicles for rental. Employees requesting the use of a County pool vehicle will have to show authorization from their Department Director.
- County meetings should be scheduled, whenever possible, in locations accessible by mass transit.
- Reduce or reschedule meetings and business trips that involve extensive travel for a later date. Encourage employees to use teleconferencing or a group conference call as a substitute.
- Combine trips and use fuel efficient vehicles if available. Within your departmentally assigned vehicles, choose the use of more fuel efficient vehicles whenever possible.
- Do not idle engines. County employees who typically work out of their vehicles should open the windows for ventilation and turn the engines off or do their work at an alternate location.
- Observe speed limits.
- Maintain proper tire inflation by checking it each time you fuel. If you need assistance, please see shop personnel. Correct tire inflation is critical not only for proper tire life and vehicle performance but it is a primary factor in good fuel economy. When maintained properly (once a month is recommended), tire pressure can contribute to improving gas mileage by more than 3%.
- Ensure that your County vehicles are current on their preventive maintenance. If your vehicle is due for maintenance, call your assigned shop to schedule maintenance expeditiously. Proper maintenance is critical for good fuel economy and has been proven to increase fuel efficiency by 4%.
- DO NOT TOP OFF - Obtain fuel only when car tank is less than half full.

Electricity Conservation:

- Raise temperature in all appropriate County facilities by two degrees
- Turn off non-essential lighting
- Restrict after hours use of buildings

Workforce Management:

- Encourage use of mass transit and carpooling
- Use discretion and flexibility in allowing more casual attire

Miami-Dade County Assessing the Use of Alternate Work Schedules

Miami-Dade County Departments can now use alternate work schedule arrangements as a management tool to assist in meeting organizational goals. Alternate scheduling arrangements offer options that permit employees to work pre-approved work schedules providing more employee flexibility while effectively and economically meeting the organization's performance goals. While employees generally volunteer for these work arrangements, Department Directors or their designees must approve such working arrangements in advance and with consideration for the business impacts of the schedule as included in the attached checklist.

There are several alternate working arrangements that have become popular among the American labor force including:

- ☐ Compressed Workweeks – Individuals could elect to work four 10-hour days per week or other variants that result in 40 hours per week in less than five working days or 80 hours over a two week pay period in fewer than 10 working days without incurring overtime charges.
- ☐ Flextime – Employees choose their own hours in advance but complete at least 80 hours in a 2-week work period without overtime. For example working 10:00 a.m. to 7:00 p.m. while others work 8:00 am to 5:00 p.m.
- ☐ Telecommuting – Work performed from home or a remote site on a consistent basis and away from the traditional office.

Although alternate schedule arrangements have become commonplace with the increased number of women in the workforce and the number of single working parents and students who have special demands; they are being used by organizations as a progressive tool to increase productivity, extend business hours and to improve customer service. Senior departmental management is responsible for setting the terms of the Department's policy regarding alternate work schedules, and should evaluate its use and success in meeting its designed intent. An alternate schedule should not be granted solely as an employee privilege.

Departments that wish to consider alternate work schedules should begin by notifying their Assistant County Manager, the Employee Relations Department (ERD), the Office Strategic Business Management (OSBM), and for telecommuting projects, the Office of the Chief Information Officer (CIO). Notification should occur prior to beginning discussions with employees. After completing the notification process, the department is required to perform an analysis of the proposal's operational effects and submit it to ERD for review.

The attached guideline has been developed to assist in analyzing and determining the suitability of an alternate work schedule for any unit within your operation. The guideline is not comprehensive; your analysis should be tailored to your environment and the specific type of work schedule chosen. ERD, in conjunction with OSBM, will review your department's analysis. For telecommuting proposals, the CIO's Office will also be asked to comment. An organizational chart for your department and for the work unit (division, section, etc.) eligible for the alternate schedule should be attached to the analysis. Upon completion of the review process, ERD will advise you of any issues to be considered prior to your proceeding with the implementation of the alternate schedule. It is recommended that you conduct an assessment of the actual impact(s) of the alternate schedule approximately 6 months after implementation.

Miami-Dade County **Alternate Working Arrangement Checklist**

By Inserting a Check (✓) in the Appropriate Box, Please Indicate that you Have Already Notified the Following of Your Intention to Complete This Form.

Assistant County Manager	<input type="checkbox"/>
Employee Relations Department	<input type="checkbox"/>
Office of Strategic Business Management	<input type="checkbox"/>
Chief Information Officer (<i>For Telecommuting Projects Only</i>)	<input type="checkbox"/>

General Information

Department Name (<i>Please attach organizational chart</i>)	
Work Unit(s) Considered for Alternate Work Schedule (<i>Please attach organizational chart</i>)	
<div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div>	
Number of Employees in Department	
Number of Employees Eligible for Alternate Work Schedule	
Number of Eligible Employees that will work the schedule	
Desired Effective Date	
Contact Person and Phone Number	
<p>Please check (✓) the Type of Alternate Work Schedule Arrangements Under Consideration. Check all that apply.</p> <div style="margin-left: 20px;"> <input type="checkbox"/> Compressed Workweek <input type="checkbox"/> Flextime <input type="checkbox"/> Telecommuting <input type="checkbox"/> Other (Please Describe) _____ <div style="border-bottom: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> </div>	

Productivity, Costs and Operations

Would any alternate schedule help you achieve your business goals, improve productivity, customer service, employee morale and cost containment? Please explain.
What are the impacts on costs such as overtime, building operations and maintenance, equipment and system requirements and productivity?
Is sufficient staffing and supervision available to suit the work schedule?
Are there any operational factors that would require some lead-time before implementing the alternate working arrangements?

What impact would the schedule have on administrative support requirements and other internal operations such as work units that remain on a standard 5x8 work schedule?
Are there any one time or recurring costs to the department to implement the program? For example, new equipment and maintenance of such equipment?

Customer Service

How would the new schedule impact customer service?
Would there be any impact on public access and the cost of maintaining such access to your facilities if your employees work this schedule?

Impact on Current Employee Practices

How will you ensure that the new policy is granted fairly and will not hurt morale?
What additional policies regarding job scheduling, work days, work assignments, overtime, carryover rules and processes will you develop to address situations where an employee works on his/her scheduled days off?

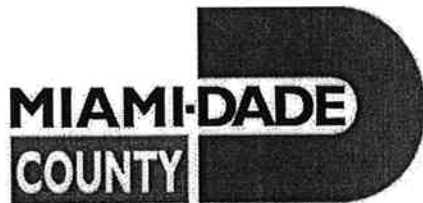
Systems and Technology

What system and back office support programs need to be modified to support the alternate work schedule?

**Congress of the United States
House of Representatives
Committee on Government Reform**

**"Back to the Drawing Board:
A First Look at Lessons Learned from Katrina"**

**Thursday, September 15, 2005
10:00 am**



Delivering Excellence Every Day

**Chief Carlos J. Castillo, Director, Miami-Dade Office of Emergency Management
Robert Parker, Director, Miami-Dade Police Department
Susanne M. Torriente, Assistant County Manager for Public Safety**

Introduction

Good morning Mr. Chairman and Members of the House Government Reform Committee. My name is Chief Carlos Castillo, Director of the Miami-Dade County Office of Emergency Management. Thank you for this opportunity to share Miami-Dade County's experience.

I am joined today by Director Robert Parker, Miami-Dade County Police Chief; Assistant County Manager for Public Safety, Susanne M. Torriente; Chief of Staff to Mayor Carlos Alvarez, Denis Morales; and Eric Olafson from the Board of County Commissioners' Office of Intergovernmental Affairs.

Miami-Dade County spans over 2,000 square miles, hosts a major airport, Florida's largest seaport and a nuclear power plant and has a resident population of 2.5 million. The County has identified 18 potential hazard areas that could impact our community at any time. This is why our Comprehensive Emergency Management Plan encompasses an all hazards approach to prepare and protect our community. My comments today will focus on the impact of hurricanes.

Both the Federal Emergency Management Agency (FEMA) and the State of Florida recognize Miami-Dade County as a leader in emergency management, from the unified message delivered by our elected officials to our facility and staff experience. Following Hurricane Katrina's impact, FEMA and state teams from other parts of the country remarked how quickly roads were opened, debris was cleared, power was restored and the preliminary damage assessment process was begun. We've had some practice. Last year, Miami-Dade County activated its Emergency Operations Center (EOC) four times in six weeks for Hurricanes Charley, Frances, Ivan and Jeanne. We have activated for Dennis and Katrina so far this season.

Since 1988, Miami-Dade County has responded together with Fairfax County Fire and Rescue to disasters around the world. Our work with the Federal government to develop the US International Urban Search and Rescue (USAR) response capability was used as the cornerstone for developing FEMA's domestic USAR capability. It was built with input from people like me – practitioners who respond on a daily basis. Miami-Dade has embraced this partnership with the federal government since the early 1990's.

Our foreign and domestic disaster response experiences helped prepare us for Hurricane Andrew in 1992; one of only three Category Five hurricanes to ever hit the US. But there was much to learn.

As a County, we were on our own for what seemed like an eternity. We accepted that this is the reality. We must be prepared to be on our own for the first 24-72 hours following a major hurricane. The fact remains that all disasters are local - and long after resources have left, the disaster remains local. This does not mean that we won't need assistance for an event that may overwhelm local resources.

It is clear that the only way to ensure the prompt, coordinated response our community deserves is to develop preparedness partnerships with governmental agencies, private volunteer organizations, non-profits, and most importantly, our 2.5 million residents. Hurricane preparedness is everyone's responsibility – from individuals locally through all levels of government. Clearly, there are very different capabilities throughout the country. These differences should be considered when the Federal government responds to assist.

What has Miami-Dade County Learned?

Many things went right in Miami-Dade's response to Andrew and we made it a point to build on those successes. We fortified programs that worked and changed or eliminated those that did not. We continue to do so with each emergency exercise or activation.

One of the successes during Hurricane Andrew was the implementation of the Incident Command System. This enabled us to effectively manage the resources we had and were receiving. We continue to train and expand our use of the National Incident Management System, a proven management tool that has been practiced for many years.

It became apparent during Andrew that accurate and timely information flow was not occurring in the manner needed. As a result, Miami-Dade developed the Divisional Emergency Operations Center concept. This divides more than 30 municipalities into a manageable span of control, one of the basic tenets of Incident Management.

One of the hardest lessons learned was our assumption that by not hearing from parts of the county, they had sustained little or no damage. The reality was that the southern end of the county was essentially gone. Out of that came SNAPSHOT, a preliminary damage assessment tool, which provides an immediate, preliminary picture of which areas may be most severely affected, allowing us to mobilize resources and focus on more definitive assessments and needs analyses.

Following Andrew, Miami-Dade County took full advantage of the federal government's mitigation program. We believe this funding source is critical in preventing disasters. To date, the Miami-Dade Local Mitigation Strategy has completed mitigation projects of approximately \$150 million. These include windstorm and flood abatement projects located throughout the county. Following Katrina, which dumped up to 20 inches of rain throughout the county, areas that flooded for days in the past were essentially dry in less than 24 hours. Our Local Mitigation Strategy is used by FEMA and the State of Florida as a model program. Mitigation works.

Without a doubt, much will be learned by communities affected by these recent storms, just as we have from Andrew and others since. The Challenge is how to enable areas that have yet to be affected by a major hurricane to learn and improve their capabilities.

Recommendations

Based on our experience internationally, nationally and locally we respectfully offer the following recommendations:

1. An all hazards approach must be utilized in order to be prepared as a nation.
2. A community hit by a major disaster that overwhelms its capabilities will need assistance as soon as possible to begin the damage assessment process, which will lay the foundation for appropriate response and recovery efforts.
3. The National Incident Management System is important and must be utilized to manage assets, both locally and federally, as well as assist in coordinating the humanitarian effort.
4. FEMA must be an active partner with local governments in each aspect of emergency management: preparation, response, mitigation and recovery, as well as training and exercises, while respecting the role and input of local government in disaster response.

Once again, thank you for this opportunity. I invite you, Mr. Chairman, and the Members of the Committee to visit the Miami-Dade County Emergency Operations Center. As in the past, Miami-Dade County is ready to assist in enhancing overall preparedness efforts. My colleagues and I welcome any questions at this time.



Delivering Excellence Every Day

Miami-Dade County, Florida

Carlos Alvarez, *Mayor*

Board of County Commissioners

Joe A. Martinez, *Chairperson*

Dennis C. Moss, *Vice-Chairperson*

Barbara J. Jordan	<i>District 1</i>
Dorrian D. Rolle	<i>District 2</i>
Barbara Carey-Shuler, Ed.D.	<i>District 3</i>
Sally A. Heyman	<i>District 4</i>
Bruno A. Barreiro	<i>District 5</i>
Rebeca Sosa	<i>District 6</i>
Carlos A. Gimenez	<i>District 7</i>
Katy Sorenson	<i>District 8</i>
Dennis C. Moss	<i>District 9</i>
Sen. Javier D. Souto	<i>District 10</i>
Joe A. Martinez	<i>District 11</i>
José "Pepe" Diaz	<i>District 12</i>
Natacha Seijas	<i>District 13</i>

Harvey Ruvin, *Clerk of the Circuit and County Courts*

George M. Burgess, *County Manager*

Murray Greenberg, *County Attorney*

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